



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, 2<sup>ND</sup> BATTALION, 11<sup>TH</sup> INFANTRY REGIMENT  
6649 VIBBERT AVENUE  
FORT BENNING, GEORGIA 31905-6221

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12 May 2015

MEMORANDUM THRU Commander, 199<sup>th</sup> IN Brigade (Leader Development)

FOR Commandant, United States Army Infantry School

SUBJECT: IBOLC Initial Student Assessment Plan (ISAP) SOP

**1. Course.** The focus of the Infantry Basic Officer Leadership Course is to develop 2LTs capable of solving tactical problems and leading under stress. A successful student demonstrates the ability to understand the situation, visualize and describe the operation, direct his unit, lead his subordinates, and assess unit performance during and after the mission.

**2. An IBOLC graduate has demonstrated a commitment to the Profession and is able to:**

- a. Issue Orders that are understood by his Platoon within the commander's intent
- b. Maneuver his Platoon and Synchronize Assets to Fight and Win
- c. Expertly engage with his personal weapon, his platoon weapons, and indirect fires and able to train a platoon to become lethal expert marksmen
- d. Be physically dominant on the battlefield and develop a platoon, along with his NCOs, that is capable of physically dominating the enemy
- e. Expertly navigate in any terrain
- f. Understand and apply the principles of tactical combat casualty care
- g. Train a platoon

**3. Graduation Requirements.** Platoon trainers will inform students of the outcomes and measures of performance expected for every training event. Trainers will provide a minimum of one additional opportunity for a student to demonstrate the ability to meet the standard if the student fails to do so on the first attempt. The maximum grade that students can achieve on academic events is 70% of the total points if the student fails to meet the standards on the first attempt. In order to graduate from the course, students must meet the following requirements:

**NOTE:** Events annotated with an \* are considered critical events and must be achieved prior to graduation.

**a. Overall Academic Performance.** Students must earn at least 750 academic points out of a possible 1000 to receive an "Achieved Course Standards" rating on their Service School Academic Evaluation Report (AER), DA Form 1059. Students who earn between 700 and 749.9 academic points are subject to receiving a "Marginally Achieved

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

Course Standards" rating on their AER. Students who fail to achieve more than 699 points will be recommended for recycle or dropped from the course.

**b. \*IBOLC Comprehensive Examination.** The IBOLC comprehensive exam evaluates student's basic understanding of military doctrine, operational terms and graphics, weapon capabilities, and tactical concepts. The Student must achieve 70% or better. Failure to pass this exam will result in a recommended recycle. Students will be allotted one retest.

**c. Leadership Assessment.** According to ADRP 6-22, *Army Leadership*, "the Army exists to serve the American people, to protect enduring national interests and to fulfill the nation's military responsibilities. This requires values-based leadership, impeccable character, and professional competence. The requirements are for leaders at all levels and are common to all cohorts." IBOLC assesses student leadership using two mechanisms: Leader Performance and Leader Attributes.

**(1) \*Leader Performance Assessment.** During the course, each student will have the opportunity to serve in a graded leadership position. Students will be evaluated on their ability to lead their peers in a tactical or garrison environment. Trainers will assess leadership ability IAW the IBOLC Leadership Performance Assessment Card. Students must achieve at least 70% or higher in no less than one leadership assessment. A student who fails to achieve 70% or greater on this evaluated leadership position will be recycled or recommended as a drop from the course.

**(2) Leader Attribute Assessment.** IBOLC utilizes the Army Leadership Requirements Model, found in ADRP 6-22, to assess students' leadership and their attributes. Students are expected to espouse the Army Values, display the ability to build a cohesive, disciplined platoon, and train and prepare a platoon for deployment to combat. IBOLC students' leader attributes are assessed according to three categories: Character, Presence, and Intellect. Failure to display the following Leader Attributes, consistent with leader doctrine and Army Values, may result in a recommendation of recycle, drop from the course, or may be reflected in the Academic Evaluation Report (AER):

**(a) Character.** "Character is essential to successful leadership. It determines who people are, how they act, helps determine right from wrong, and choose what is right. Elements internal and central to a leader's core are: Army Values, Empathy, Warrior Ethos and Service Ethos, and Discipline." (ADRP 6-22).

**(b) Presence.** "The impression a leader makes on others which contributes to his success in leading them; it is the sum of a leader's outward appearance, demeanor, actions, and words. It includes military and professional bearing, fitness, confidence, and resilience." (ADRP 6-22).

**(c) Intellect.** "An Army leader's intellect draws on the mental tendencies and resources that shape conceptual abilities applied to one's duties and responsibilities. The conceptual components affecting an Army leader's intellect include: mental agility, sound judgment, innovation, interpersonal tact, and expertise." (ADRP 6-22).

**d. Communication.** According to ADRP 6-22, *Army Leadership*, "competent leadership depends on good communication...communicating critical information clearly is an

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

important skill to reach shared understanding of issues and solutions. It conveys thoughts, presents recommendations, bridges cultural sensitivities, and reaches consensus. Leaders cannot lead, supervise, build teams, counsel, coach, or mentor without the ability to communicate clearly." IBOLC Students' communication will be assessed through two mechanisms: Reflective Writing Assignments and Communicating a Tactical Plan (Mission Orders).

**(1) Reflective Writing Program.** IBOLC students will complete four reading and three writing assignments during the course. The first assignment consists of reading "Message to Garcia" and writing a 1 page paper about how the lessons of the book apply to them as junior officers/Platoon Leaders. The second assignment consists of reading "Platoon Leader" and "Outlaw Platoon" and writing a 1000 word paper on the enduring elements of small unit/platoon leadership. The last assignment will consist of reading "Small Unit Leadership" and writing a 500 word paper on preparing small units for combat while in garrison. In addition, The student will be exposed to the intricacies of writing evaluations, counselings and awards.

**(2) \*Communicating a Tactical Plan.** Students will plan and brief an operations order (OPORD) during the course. The Student must achieve at least 70% or higher in his OPORD presentation IAW the IBOLC Order Evaluation Sheet. Failure to do so will result in recycle or drop from the course. Officers are expected to analyze complex problems, make sound and timely decisions, and issue guidance in a way that subordinates can understand; these are skills that are necessary for successful completion of the mission. Students will prepare all assigned OPORDs IAW the POI and will be prepared to brief any one of them as directed by the Platoon Trainer.

**e. Physical Fitness and Endurance.** Physical fitness is the foundation upon which officers develop the resilience to endure physical and mental hardships. IBOLC strives to develop these qualities in new lieutenants to prepare them for the task of leading and training Soldiers in combat.

**(1) \*Army Physical Fitness Test (APFT).** Infantry officers should score 300 on their APFT. The expectation for IBOLC is that students will graduate scoring greater than or equal to 270 (minimum of 90 points in each event) on the Army's physical fitness test. Students achieving this standard will be awarded the Army Physical Fitness Badge (APFB). Failure to pass the initial APFT will result in recycle to the next class. Failure to pass the final APFT will result in recycle or drop from the course.

**(2) \* 12 Mile Foot March.** Students will foot march 12 miles in 3 hours or less on a standard route with the IBOLC packing list to include ACH, FLC and weapon. If a student fails to meet this standard, the student will receive a Major Negative SPOT Report and be afforded the opportunity to retest prior to graduation. The student will retest on a standard 12 mile course IAW the time standard and uniform listed above. If a student achieves the standard during the foot march retest, the student will receive 70% of the maximum score for the event. If a student fails to complete the retest within the time standard the student will be recommended for recycle or dropped from the course.

**(3) 16 Mile Tactical Foot March.** During the course culminating exercise, students must complete a 16 mile tactical foot march with mission essential equipment as determined by the company leadership as part of the course culminating exercise. At the completion of the foot march, students must be able to continue onto an objective and

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

be physically and mentally ready to complete the mission. If a student fails to complete the foot march and continue the mission, the student may be recommended for recycle or dropped from the course. If the student fails to complete the footmarch and complete the mission due to a lack of Motivation (LOM), that student will be recommended for recycle or dropped from the course. The 16 mile foot march helps to develop students' ability to negotiate adverse terrain over great distance and successfully complete the mission. This prepares students to become officers that can withstand the rigors of combat and make timely decisions that directly impact mission success.

**(4) \* Five Mile Run.** Students must run five miles in 40 minutes or less on a standard route. If a student fails to meet this standard, the student will receive a Major Negative SPOT Report and be afforded the opportunity to retest prior to graduation. If a student achieves the standard during the five mile run retest, the student will receive 70% of the maximum score for the event. If a student fails to complete the retest within the time standard the student will be recommended for recycle or dropped from the course.

**(5) Height and Weight Standards.** Policy for height and weight screening standards and body fat standards are contained in AR 600-9 (The Army Weight Control Program). IAW AR 350-1, Soldiers will be administered height and weight screening as a mandatory course requirement. Students who fail the initial height and weight screening will be recycled. Students who fail the final height and weight screening will be recycled or dropped from the course.

**f. Infantry Tasks.** Infantry Leaders must demonstrate a mastery of critical tasks that build the core foundation of individual proficiency that allow them to locate, close with, and destroy the enemy through fire and maneuver.

**Commented [d1]:** Added New Category, Lumping Marksmanship, LN and MGs all into "infantry tasks"

**(1) \*Marksmanship.** Students must qualify with their M4 carbine IAW FM 3-22.9 in order to meet maneuver live fire prerequisites IAW AR 385-63. Students will have a minimum of three opportunities to qualify. If a student fails to meet the minimum requirements, the student will not be allowed to progress to the live fire exercise and may be recommended for recycle to the next available IBOLC class for marksmanship retraining. Students must be able to demonstrate the fundamentals of marksmanship and marksmanship safety. Students must also be able to identify and engage targets at various ranges, choose the appropriate firing position for the condition, correct different weapon malfunctions, change magazines, and demonstrate the ability to correctly zero weapon systems and weapon sights.

**(2) \*Land Navigation.** Students must demonstrate competency in basic land navigation skills on a timed course IAW FM 3-35.26. Each student must successfully navigate to and record a minimum 4 of 5 points and return to the starting point in under five hours during day and night conditions. Students will have a minimum of two opportunities to receive a go. If students fail to receive a go on the first test, they will be given one opportunity to re-test. Failure to meet the minimum standard after the retest will result in the officer being recommended for recycle to the next available IBOLC class for land navigation retraining.

**(3) Infantry Weapons.** Students must demonstrate proficiency on machine gun tasks IAW USAIS 350-6 (GO/NOGO). Students must receive a "GO" on Clear, Load, Reduce Stoppage, Unload, and Clear of an M240B and M249 Machine Gun. Students must correctly complete the steps in sequence. If Student does not receive a "GO" IAW USAIS 350-6 the student will have the opportunity to re-train and re-test once. Failure to meet the minimum standard after the retest will result in the officer being recommended for recycle to the next available IBOLC class for machine gun retraining.

**Commented [d2]:** Addition. Score Cards, Standards, and certification all taken directly from USAIS 350-6

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

**h. Attendance.** If a student misses more than 72 hours of training or any live fire events (Team, Squad, Platoon level) the student will be recommended for recycle or drop from the course.

**4. \*Peers.** IBOLC officers will conduct three peer assessments throughout the course. The Peer Evaluation System (PES) used adds a holistic evaluation of an IBOLC officer's performance in comparison to peers within his squad. The methodology employs a numerical scale peer ranking system. It is a collated system of all peer scores within the squad highest to lowest, allowing for identification of positive and negative performance trends throughout IBOLC training. Platoon Trainers will use peer assessments one and two as a "compass check"/ counseling tool for officers, identifying their sustains and improves in initiative, dependability, team work, attention to detail, tactical knowledge, and physical stamina along with their peer rating within their squad. If the officer fails to achieve an average (from all three peer evaluations) of 60% or higher by the final peer evaluation, he will be considered a board case and counseled by the Company Commander verbally and in writing.

a. Peer Assessment 1. Conducted after Platoon Weapons (week 4).

b. Peer Assessment 2. Conducted after Platoon STX (week 10).

c. Peer Assessment 3. (Final Peer Assessment). Conducted prior to Leader Forge recovery (week 16).

**5. Distinguished Course Achievement Recognition.** Lieutenants who distinguish themselves above their peers and/or exceed published standards will be recognized at the conclusion of IBOLC. The categories are:

**a. Distinguished Leadership Graduate.** A cadre board selects the class Distinguished Leadership Graduate from among the Platoon Honor Graduates. The board reviews and rates the student's training records and interviews all candidates. The Company Commander reviews the board results and approves the most deserving officer as the Distinguished Leadership Graduate.

**b. Distinguished Leadership International Graduate.** Each Platoon Trainer may nominate one international officer. If more than one officer is nominated, each will undergo the same selection process as the U.S. officer. The Company Commander will approve the selection of the most deserving international officer.

**c. Platoon Honor Graduate.** Each Platoon Trainer will select a student from his platoon as the Platoon Honor Graduate. Selection of the Platoon Honor Graduate is based upon a lieutenant's total performance during the course. Finishing first on the platoon's Order of Merit List (OML) does not automatically make a student the Platoon Honor Graduate.

**d. Commandant's List.** 20% of each platoon may be recognized for honors by being selected for the Commandant's list. The distinguished and platoon honor graduates are part of each platoon's 20%. Selection of the commandant's list is based upon total academic points earned during the course with the approval of the chain of command. Students who are involved in serious disciplinary violations are not eligible for the commandant's list.

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

**e. Ironman Award.** The Officer having the highest combined score for the RPFT and 12 mile footmarch, or specific company competition is recognized at graduation.

**6. SPOT Reports.** IBOLC Cadre use the SPOT Report to identify positive and negative actions of the IBOLC student which can affect the Platoon Trainers' Overall Performance and Evaluation at the end of the course. The four types of SPOT reports are: Minor Positive (Minor "Plus"), Major Positive (Major "Plus"), Minor Negative (Minor "Minus"), Major Negative (Major "Minus"). A Major SPOT Report is +/- 5 points. A Minor SPOT Report is +/- 2 points.

- a. Students in a tactically graded position can not receive SPOT Reports.
- b. Cadre will notify and counsel the IBOLC student on their conduct when issuing a SPOT Report immediately or as soon as possible when the situation permits.
- c. Cadre will have the student initial the front of the SPOT Report after it is filled out. The Students' initials indicate the incident occurred as stated and acknowledges receipt of the SPOT. If the student refuses to initial the SPOT, the cadre will make a statement to that effect on the rear of the SPOT. The student will receive no disciplinary action or additional counseling for refusing to initial the SPOT. The effect on the student is identical whether or not he signs.
- d. The SPOT Report must be written as detailed as possible. The Platoon Trainer will inspect all SPOT Reports for thoroughness, and file them in the student's packet before leaving for the day.
- e. Below are listed examples of actions that can cause a student to receive negative and positive SPOT Reports. These are not all inclusive and are subject to change, at the discretion of the Battalion Commander.

**(1) Minor Negative (Minus) SPOT Report**

- (a) Improper uniform and equipment for training.

**NOTE:** Students will not receive one minor minus for every missing item. Cadre will only give one SPOT per item up to one major SPOT Report for all items unless intent to deceive or deviate from packing list is discovered; at which point it may be grounds for recycle/withdrawal from the course.

- (b) Dirty/rusty weapon or equipment.
- (c) Improper status received.
- (d) Late for formation or training.
- (e) Not getting information down to each and every man in the unit.
- (f) Losing minor/non-mission essential items of equipment.
- (g) Sleeping at any time other than when scheduled.  
1st offense – Warning

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

2nd offense – Minor (-)

3rd offense – Major (-)

- (h) Breaking noise and / or light discipline.
- (i) Break in contact of a short duration of time less than 10 minutes.
- (j) Failure to report at the proper time. (More than five minutes late merits a major unsatisfactory SPOT).
- (k) Improper tie-down of sensitive items or mission essential equipment.
- (l) Failure to follow administrative instructions during student evaluation periods (land navigation test and peer evaluations).
- (m) Failure to properly negotiate any obstacle during the confidence course.
- (n) Poor performance in an un-graded but designated position (Compass-man, RTO, etc).
- (o) Falling out of non graded runs or footmarches.

**NOTE:** Three Minor Negatives equal one Major Negative

## **(2) Major Negative (Minus) SPOT Report**

- (a) Violation of specific instructions by instructors, staff or student leaders.
- (b) A weapon that does not function properly due to being dirty or rusty.
- (c) Having ammo or pyrotechnics other than when authorized.
- (d) Willfully or repeatedly breaking noise and/or light discipline.
- (e) Break in Contact that results in a loss of time of 10 minutes or more to the patrol. This is considered a safety hazard.
- (f) Having a loaded weapon while in a non-tactical posture.
- (g) Having an unloaded weapon while in a tactical posture or having a weapon on fire when not engaging enemy.
- (h) Insubordination to Cadre or Student Chain-of-Command.
- (i) Committing a safety violation during the conduct of training.
- (j) Not supporting the Chain-of-Command.
- (k) Relieved from a non-graded position for failure to support the Chain-of-Command.

ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

- (l) Exceptionally poor performance in a non-graded designated position.
- (m) Repeated breaks in contact (more than one in a 24-hour period).
- (n) Weapon not under positive control in a tactical environment (either in hand, or within arm's reach).
- (o) Sensitive items not under positive control (either tied down or in hand).
- (p) Failure to report at proper time or more than five minutes late.
- (q) Failure to meet a grad requirement (ie. 12 Mile Foot March, 5 Mile Run, etc).
- (r) Failure to submit a graded requirement (ie. Writing, OPORD, etc).
- (s) Lapses in judgement not commensurate with ADRP 6-22 (Leader Presence, Intellect, and Character).
- (t) Failure to conduct a minimum of six pullups during the APFT.

**NOTE:** Three Major Negatives will be an automatic board case for re-cycle/withdrawal.

### **(3) Minor Positive (Plus) SPOT Report**

- (a) Constructing an excellent terrain model, sketches, or annexes.
- (b) Excellent appearance of weapon / equipment.
- (c) Outstanding performance in an un-graded leadership position.
- (d) Exceptional motivating factor in unit morale.
- (e) Fastest time on the land navigation course.
- (f) "Top Shot" in the platoon.
- (g) Student performed 6-9 pull-ups during the APFT.

**NOTE:** Three Minor Positives equal one Major Positive.

### **(4) Major Positive (Plus) SPOT Report**

- (a) Superior performance in the administrative chain of command for an extended period of time
- (b) Showing unusual initiative in an emergency situation.
- (c) Exceptional performance over an extended period of time as a non-graded squad/plt member.



ATSH-TPB

Subject: IBOLC Initial Student Assessment Plan (ISAP) SOP

(d) Exceptional performance in any non-graded chain of command position.

(e) Fastest time, finding all points on the land navigation course.

(f) Outstanding performance as a Squad/plt member (compass-man, point man, RTO, rifleman, machine gunner).

(g) "Top Shot" in the company.

(h) Student performed ten or more pull-ups during the APFT.

**7. Additional.** The following specific events will be grounds for recommended recycle, withdrawal or elimination from service:

a. Negligent Discharge- Grounds for recommendation for recycle.

b. Alcohol Related Incident (not resulting in DUI)- Grounds for recommendation for recycle.

c. Driving Under the Influence (DUI)- Grounds for recommendation of elimination of service.

d. Consistent or flagrant violation of the Army Values- Grounds for recommendation of elimination of service.

e. Illegal Drug Use- Grounds for recommendation of elimination of service. Student will be enrolled in the Army Substance Abuse Program (ASAP) contingent upon commissioning.

**NOTE:** The Battalion Commander is the decision authority for all recycles and withdrawals. The Brigade Commander is the appellate authority.

8. Point of contact for this memorandum is the 2-11 IN (IBOLC) S3 at 706-545-4286.

MATTHEW W. WEBER  
LTC, IN  
Battalion Commander